



Downtown Muskegon Business Improvement District

Meeting Agenda

Sept. 25, 2018

380 Western Ave., Suite 202 Muskegon, MI at 4 PM

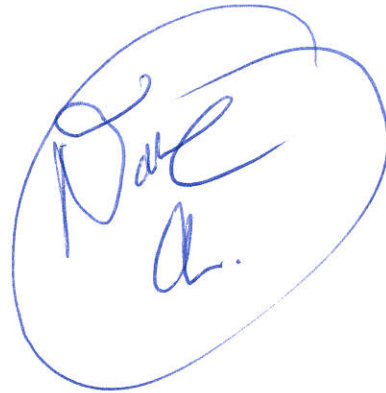
- 1) Call to Order
- 2) Consent Agenda
 - a) Approval of Agenda
 - b) Approval of Minutes from the meeting May 22, 2018
 - c) Acceptance of financial statements as of Aug. 31, 2018
- 3) Public Comment (on an agenda item)
- 4) New Business
 - a) Michigan Tax Tribunal appeal decisions
 - b) 2018 financial update
 - c) Sidewalk snow removal plan for 2018-2019
 - d) Downtown parking/event evolution
 - e) Downtown Muskegon Now strategic plan review
- 5) Other Business
 - a) 2018 summer events roundup, meeting Oct. 16 4:30 p.m. chamber training room
 - b) Holidays in the City, 2018
 - c) Next meeting is Tuesday Nov. 27, 2018 4 p.m. chamber training room, 380 W. Western Ave. Suite 202, Muskegon, MI or at the call of the chair.
- 6) Adjournment

To: BID board

From: Dave Alexander, DMN executive director

Re: Agenda comments for Sept. 25

Date: 9-21-18



The Business Improvement District board meets **Tuesday Sept. 25, 2018 at 4 p.m.** in the chamber training room, 380 W. Western Suite 202. Here are my comments and background on the agenda items:

Financials statements: The BID finances are on solid ground. At the end of August you had \$118,319 on account with the city. There are some issues discussed in the first two items under new business of which you need to be aware.

Tax Tribunal decisions: From a May 10 hearing before an administrative law judge of the Michigan Tax Tribunal, the BID received decisions on eight properties appealed by two property owners. A consent judgement agreed to at the hearing settled four other properties with two owners. The bottomline is that the settlements and the appeals cost the BID \$10,989 in revenue annually for the three year BID 2018-2020. The tribunal's decisions were split but favored those making the appeals. A few take-a-ways are that properties that are vacant, don't receive direct services (for example, snow removal and landscaping), are not traditional "retailers" and are losing value were subject to assessment relief by the tribunal. From my point of view, one positive is that the tribunal upheld your decision to pay for administrative services provided by DMN. These decisions will inform any renewal of the BID after 2020.

Financial update: I have provided you a financial update as of the end of August, pretty much a late mid-year review. The tribunal decisions cost the BID \$10,989 in revenues and expenditures were up mainly due to \$8,100 over spending for snow removal. Snow costs were higher than previous years because for the first time we had to move snow out of parking lots in early January due to heavy lake effect. Then, by April, we still had de-icing costs with the rare mid-month ice storm. We hope for less costly snow removal this winter. But our overall spending is

expected to be in line with budgeted revenues, including the contingency. The reduction of revenues has caused a projected drop in fund balance from an estimated \$25,000 at the end of 2017 to \$14,213 estimated at the end of 2018. I will want your direction as I put together the 2019 budget and work plan that you will consider at your November meeting. The budget was built in such a way that there is no need to panic nor really scale back what we have been doing in the district. In my view.

Snow removal plan: In your packet is a memo on my suggested snow removal plan for this winter, including a proposed updated letter of understanding with the city and a copy of the Summit agreement that runs through 2020. My suggestion is to continue to provide snow removal services in Midtown (see my snow removal memo). The overall plan shows a \$7,175 contingency if we receive another higher usual winter costs. You will need to take a vote on that plan.

Parking/events: Parking lot developments, increased downtown traffic and a need for events to evolve with a changing downtown are hot topics in downtown Muskegon. I will provide some thoughts at the meeting.

DMN strategic plan update: I have included in your packet the entire DMN strategic plan and the suggested strategies for three issue areas – promote living downtown, improve downtown-waterfront connections and developing a marketing plan for downtown. The priority strategies approved by the DMN board are outlined in a separate memo. Cindy Larsen and I will be presenting the plan and suggested strategies to the Muskegon City Commission at its October work session.

Summer events roundup: We have a DMN events round up meeting Tuesday Oct. 16 at 4:30 p.m. in the chamber training room. It was a great year. Join us.

Holidays in the City: Elizabeth will give you a sense of what we have planned for Christmas in the downtown.

Downtown Muskegon Business Improvement District

Meeting Minutes

May 22, 2018

380 Western Ave., Suite 202 Muskegon, MI at 4 PM

1) Call to Order: 4:01 PM

Attendance: Clyde Whitehouse, Bob Tarrant, Gary Post (Vice Chairman), Mike Hennessy, Bruce Lindstrom and Doug Pollock

Excused Absent(s): Phyllis Watson-Laudermill, Frank Peterson and Mike Hennessy.

Guests: Dave Alexander, Downtown Muskegon Now director, Elizabeth Tibbe, DMN marketing and events, Dennis Lohman, Northwestern Industrial Sales and David Burlingame, Burlingame Administrative Services.

2) Consent Agenda

- a) Approval of Agenda, minutes March 27, 2018, and acceptance of the financial statements as of April 30, 2018.

Motion: Bob Tarrant

Support: Gary Post

Vote: All voted in favor

3) Public Comment (on an agenda item) – The board chose to leave the floor open for the whole meeting allowing attendees to participate as they like.

4) New Business

- a) Dave Alexander updated the board on the May 10 hearings of Michigan Tax Tribunal administrative law judge on 12 properties with assessment appeals, representing four landowners. The major issues were direct benefits from the BID vs. the assessments. Two of the four property owners Reliable Towing and WWG Holdings LLC (Ginman Tire) came to a settlement before going through the hearing process. Maureen Boelkins and EJE Properties LLC went through the hearing process and all parties are awaiting a preliminary decisions. The city assessor and the BID also agreed to a stipulation on issues of capping assessments due to the same owner having adjacent properties in the same business. No vote necessary, information only.
- b) In completing the settlements with Ginman Tire and Reliable Towing, both owners are seeking service considerations from the BID board going forward. Sidewalk snow plowing and landscaping are potentially able to be provided in the last two years. I told

them I would bring those requests to the BID board but could not make any guarantees.

- c) Dave Alexander raised the issue of planter locations for this summer. After some discussion of the options for the 61 planters, a consensus formed to move about five planters from Western Avenue and Third Street and place them along Second Street from Western to Clay and along Clay Avenue at Jefferson. The board directed Dave Alexander to make those adjustments to better spread out the BID landscaping through the district. No formal action was taken.
- d) Dave Alexander explained DMN's work on a strategic plan for downtown and the downtown agency. The strategic plan meeting in April included participation from both the BID and the Downtown Development Authority. A draft of the major directions was shared as the document goes to the DMN board for final approval, committees formed to work on the three major areas -- Live Downtown, a marketing plan and connections between the downtown and the waterfront. No action was taken.

The discussion of the DMN strategic plan included John Riegler's opinion that as well as the BID is doing, it might be able to go away after 2020 with an active DDA going forward. City Manager Frank Peterson said that the DDA's initial efforts will be on revamping and upgrading the L.C. Walker Arena for the upcoming hockey season. He said that in the future the BID still should have specific work such as snow removal and landscaping but assessments might be able to be scaled back. Also in the future, a parking structure downtown will be needed, especially with the sale of properties for building developments and the opening of a convention center. Doug Pollock said that snow removal and beautification might be the focus of the BID after 2020. Gary Post said that consolidation of downtown agencies needs to happen and have consolidated downtown management. He said that DMN is in the best position to accomplish that over time.

5) Other Business

- a) Elizabeth Tibbe presented the summer lineup of downtown events, 21 in all, including Chalk the Walk, Street Performers and Touch the Truck (the former First Friday events) still being supported by the BID and produced by DMN.

6) Adjournment

4:54 PM

No Objection

Minutes produced and submitted by Dave Alexander, executive director of Downtown Muskegon Now.

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	BEG. BALANCE 07/01/2018	ACTIVITY FOR MONTH 08/31/2018	YEAR-TO-DATE THRU 08/31/18	END BALANCE 08/31/2018
Fund 297 - DOWNTOWN MUSKEGON BID						
Assets						
297-00000-1101	CASH IN BANK		135,788.75	(16,525.76)	(17,469.39)	118,319.36
297-00000-1251	ACCOUNTS RECEIVABLE		0.00	0.00	0.00	0.00
297-00000-1271	SPECIAL ASSESSMENT RECEIVABLE		0.00	0.00	0.00	0.00
TOTAL ASSETS			135,788.75	(16,525.76)	(17,469.39)	118,319.36
Liabilities						
297-00000-2100	ACCOUNTS PAYABLE		0.00	0.00	0.00	0.00
TOTAL LIABILITIES			0.00	0.00	0.00	0.00
Fund Equity						
297-00000-3400	FUND BALANCE UNRESERVED		105,397.23	0.00	0.00	105,397.23
TOTAL FUND EQUITY			105,397.23	0.00	0.00	105,397.23
Revenues						
297-00000-4161	SPECIAL ASSESSMENTS	0.00		3,474.24	3,474.24	3,474.24
297-00000-4805	CONTRIBUTIONS	0.00		0.00	0.00	0.00
297-00000-4901	OP. TRANS FROM GENERAL FUND	0.00		0.00	0.00	0.00
297-00000-4970	INTEREST INCOME	0.00		0.00	56.37	56.37
TOTAL REVENUES		0.00		3,474.24	3,530.61	3,530.61
Expenditures						
297-00000-5300	BUDGETED CONTRACTUAL SERVICES	0.00		0.00	0.00	0.00
297-70803-5201	OFFICE SUPPLIES	0.00		0.00	0.00	0.00
297-70803-5207	POSTAGE	0.00		0.00	0.00	0.00
297-70803-5346	CONTRACTUAL SERVICES	0.00		20,000.00	21,000.00	21,000.00
297-70803-5352	PUBLIC RELATIONS	0.00		0.00	0.00	0.00
TOTAL EXPENDITURES		0.00		20,000.00	21,000.00	21,000.00

Date	JNL	Type	Description	Reference #	Debits	Credits	Balance
Fund 297 DOWNTOWN MUSKEGON BID							
01/01/2018			297-70803-5346 CONTRACTUAL SERVICES		BEG. BALANCE		46,655.91
01/17/2018	AP	INV	TERRASCAPE ARCHITECTS INC	1391	1,200.00		47,855.91
01/23/2018	AP	INV	SNOWFLOWING THIRD ST				
			DOWNTOWN MUSKEGON NOW	FINAL 2017	3,312.76		51,168.67
02/07/2018	AP	INV	ADV, WEBSITE, EVENTS AND HOLIDAY IN				
			SUMMIT LAWN CARE & SNOWFLOWING	32207	1,110.00		52,278.67
02/07/2018	AP	INV	MARCH 2018 SEASONAL SNOW FLOWING				
			SUMMIT LAWN CARE & SNOWFLOWING	32206	225.00		52,503.67
02/14/2018	GJ	JE	MARCH 2018 SEASONAL SNOW FLOWING				
02/21/2018	AP	INV	BID REIMBURSEMENT TO CITY FOR SNOW	4053	19,500.00		72,003.67
			SUMMIT LAWN CARE & SNOWFLOWING	32155	3,381.25		75,384.92
05/09/2018	AP	INV	SALT AND SNOW HAULING - JAN 2018 BID				
			SUMMIT LAWN CARE & SNOWFLOWING	33460	800.00		76,184.92
05/23/2018	AP	INV	SALTING AND ICE MELT APRIL 2018				
			SUMMIT LAWN CARE & SNOWFLOWING	33231	800.00		76,984.92
05/23/2018	AP	INV	SALTING WITH LIQUID				
			SUMMIT LAWN CARE & SNOWFLOWING	30800	2,080.00		79,064.92
05/23/2018	AP	INV	SALTING WITH LIQUID				
			SUMMIT LAWN CARE & SNOWFLOWING	30019	225.00		79,289.92
05/23/2018	AP	INV	SNOW SHOVELING JANUARY				
			SUMMIT LAWN CARE & SNOWFLOWING	30020	1,110.00		80,399.92
05/23/2018	AP	INV	SNOW PLOWING JANUARY				
			SUMMIT LAWN CARE & SNOWFLOWING	31097	1,110.00		81,509.92
05/23/2018	AP	INV	SNOW PLOWING FEBRUARY				
			SUMMIT LAWN CARE & SNOWFLOWING	31096	225.00		81,734.92
05/23/2018	AP	INV	FEBRUARY SNOW SHOVELING				
			SUMMIT LAWN CARE & SNOWFLOWING	32827	1,600.00		83,334.92
05/23/2018	AP	INV	SALTING WITH LIQUID				
			SUMMIT LAWN CARE & SNOWFLOWING	32929	1,760.00		85,094.92
06/05/2018	AP	INV	SALTING WITH LIQUID				
			DOWNTOWN MUSKEGON NOW	2223	9,217.18		94,312.10
06/05/2018	AP	INV	BID SUPPORT FOR DOWNTOWN EVENTS AND				
			BARRY'S FLOWER SHOP	51618	8,354.00		102,666.10
06/30/2018	GJ	JE	DOWNTOWN MUSKEGON PLANTERS SUMMER 20				
07/01/2018			TO RECORD PAYMENT FROM BID FOR SNOW	4385	29,250.00		131,916.10
07/11/2018	AP	INV	2018-19 Fiscal Year Begin				0.00
			BARRY'S FLOWER SHOP	061818	1,000.00		1,000.00
08/31/2018	GJ	JE	MAINTENANCE & WATERING OF DOWNTOWN P				
09/21/2018			TO RECORD PAYMENT TO THE BID FOR SUM	4578	20,000.00		21,000.00
			297-70803-5346	END BALANCE			21,000.00
			Cumulative Net Debits and Credits:		106,260.19	0.00	106,260.19

Property address	Owner	Original assessment	Stipulation on cap	Tax tribunal assessment	Difference	Reason
9 E. Webster	EJE Properties LLC	\$3,589.34	\$2,676.00	0	\$3,589.34	Vacant land, outskirts of district, property valuation decreased
860 Pine	EJE Properties LLC	\$1,283.60	\$960.00	\$641.80	\$641.80	BID board can contract for admin with DMN, property has warehouse
805 Spring	EJE Properties LLC	\$487.87	\$364.00	0	\$487.87	Receives no services, no indirect benefit, property value unchanged
1237 8th	WWG Holdings LLC (Gimman)	\$1,072	\$844	\$422	\$650.00	Consent Judgement
699 W. Clay	WWG Holdings LLC (Gimman)	\$1,782.40	\$1,404.00	\$702.00	\$1,080.40	Consent Judgement
665 W. Clay	WWG Holdings LLC (Gimman)	\$2,217.60	\$1,752.00	\$876.00	\$1,341.60	Consent Judgement
1288 9th	Reliable Towing Inc.	\$3,340.64		\$1,670.32	\$1,670.32	Consent Judgement
820 Pine	Maureen Boelkins (NW)	\$2,090.88		\$1,045.44	\$1,045.44	Not a retail business but industrial, BID contract with DMN for admin reasonable
66 W. Webster	Maureen Boelkins (NW)	\$454.08		\$227.04	\$227.04	Not a retail business but industrial, BID contract with DMN for admin reasonable
821 Pine	Maureen Boelkins (NW)	\$110.88		\$55.44	\$55.44	Not a retail business but industrial, BID contract with DMN for admin reasonable
813 Pine	Maureen Boelkins (NW)	\$364.32		\$182.16	\$182.16	Not a retail business but industrial, BID contract with DMN for admin reasonable
43 W. Clay	Maureen Boelkins (NW)	\$348.48		\$330.28	\$18.20	A correction on square footage calculation
TOTALS		\$17,142.09		\$6,152.48	\$10,989.61	

	2018 budgeted	2018 YTD actual 8/31	2018 estimated annual	under/over budget
BID estimated fund balance 1/1	\$25,000	\$25,000	\$25,000	
BID revenues	\$172,636	\$161,647	\$161,647	(\$10,989)
Budgeted 2018 expenditures				
Snow removal	\$75,000	\$64,376	\$83,051	(\$8,100)
Landscaping	\$30,000	\$9,354	\$29,354	\$646
Marketing, promotion, events	\$24,000	\$12,529	\$20,029	\$3,971
Streetscape	\$13,000	\$0	\$15,000	(\$2,000)
Administration	\$25,000	\$0	\$25,000	\$0
Contingency	\$5,636	\$0	0	\$0
Total	\$172,636	86259	172434	\$202
BID estimated fund balance 12/31	\$25,000	\$100,388	\$14,213	(\$10,787)

To: Business Improvement District board
From: Dave Alexander, DMN executive director
Re: Update on 2018-2019 snow removal plan
Date: 9-21-18



The BID has two intact agreements for downtown snow removal for the next two winters. One is an agreement with Summit for downtown parking lots and alleys. The other is with the city of Muskegon Department of Public Works for sidewalks. There is no need to update the Summit agreement but I have two suggestions and a price adjustment for the city letter of understanding. My proposed updated letter is in your agenda packet with a new map.

I would strongly suggest the city agreement include weekday sidewalk snow removal for both Ginman Tire and Reliable Towing. The BID 2018-2020 put them into the commercial \$0.08 per square foot assessment vs. the reduced "industrial/auto" assessment of 2016 and 2017. At the Michigan Tax Tribunal hearing in May, BID/city had a consent settlement to move all of the Ginman and Reliable properties to \$0.04 per square foot. The complaint was they received no services. I told them I would recommend sidewalk snow plowing for 1,100 feet on Clay Avenue and 9th Street in front of their properties.

The second suggestion is to expand the weekday-weekend-holiday snow removal service to the new 800-foot sidewalk on the northwest side of Terrace Point Drive from Shoreline to the Shoreline Inn. This is a critical downtown sidewalk especially in the winter to get visitors at Shoreline Inn into the downtown. This sidewalk is outside of the BID but critically serves the restaurants, pubs, venues and institutions in the BID. I am checking with the city attorney making sure including the new sidewalk is within state law.

Finally, I would suggest continuing to support Midtown with the clearing of the former Mattson Oldsmobile lot at 1144 Third, which is used as a "public/city" lot for all of the retailers and restaurants in Midtown. It is privately owned by the owner has allowed for public use. The cost should be \$2,400 for the season and I would use a Midtown contractor in providing that service as was done last winter.

Here is the proposed financial breakdown of the \$75,000 in the BID budget for snow removal for the 2018-19 winter:

City sidewalk retainer -- \$51,250

Summit parking lot ally retainer -- \$6,775

Summit salting-snow removal (estimate) -- \$7,400

Midtown -- \$2,400

Contingency for city Sunday/holiday services and heavier winter – \$7,175

Total: \$75,000

Letter of Understanding

City of Muskegon DPW and Muskegon downtown Business Improvement District

This is an update of the Letter of Understanding between the Muskegon downtown Business Improvement District (BID) and city of Muskegon Department of Public Works (city) concerning the snowplowing of downtown sidewalks for the winter seasons from **Nov. 15, 2018 to April 15, 2020**. This letter updates the price of the service BID will pay to the city and updates two new sidewalk areas to be serviced for the 2018-2019 and 2019- 2020 winter seasons.

For each snow season Nov. 15 to April 15, the BID will pay the city a total of **\$51,250 (\$10,250 per month)** as a retainer to provide the outlined services below for Monday through Saturday. Sunday sidewalk services **for the two years** will be requested on an "as needed" basis and billed by the city for time and materials.

Additional Sidewalk Snow Removal for weekdays (see attached map)

- Clay Avenue from 7th Street to 9th Street, south side sidewalk only
- 9th Street from Clay Avenue to Webster Avenue, east side sidewalk only

Additional Sidewalk snow removal for weekdays and Saturdays-Sundays-holidays (see attached map)

- Terrace Point Road from Shoreline Drive to the Shoreline Inn parking lot, new sidewalk on the northwest side of the road

On behalf of the city Department of Public Works:

_____ Date: _____

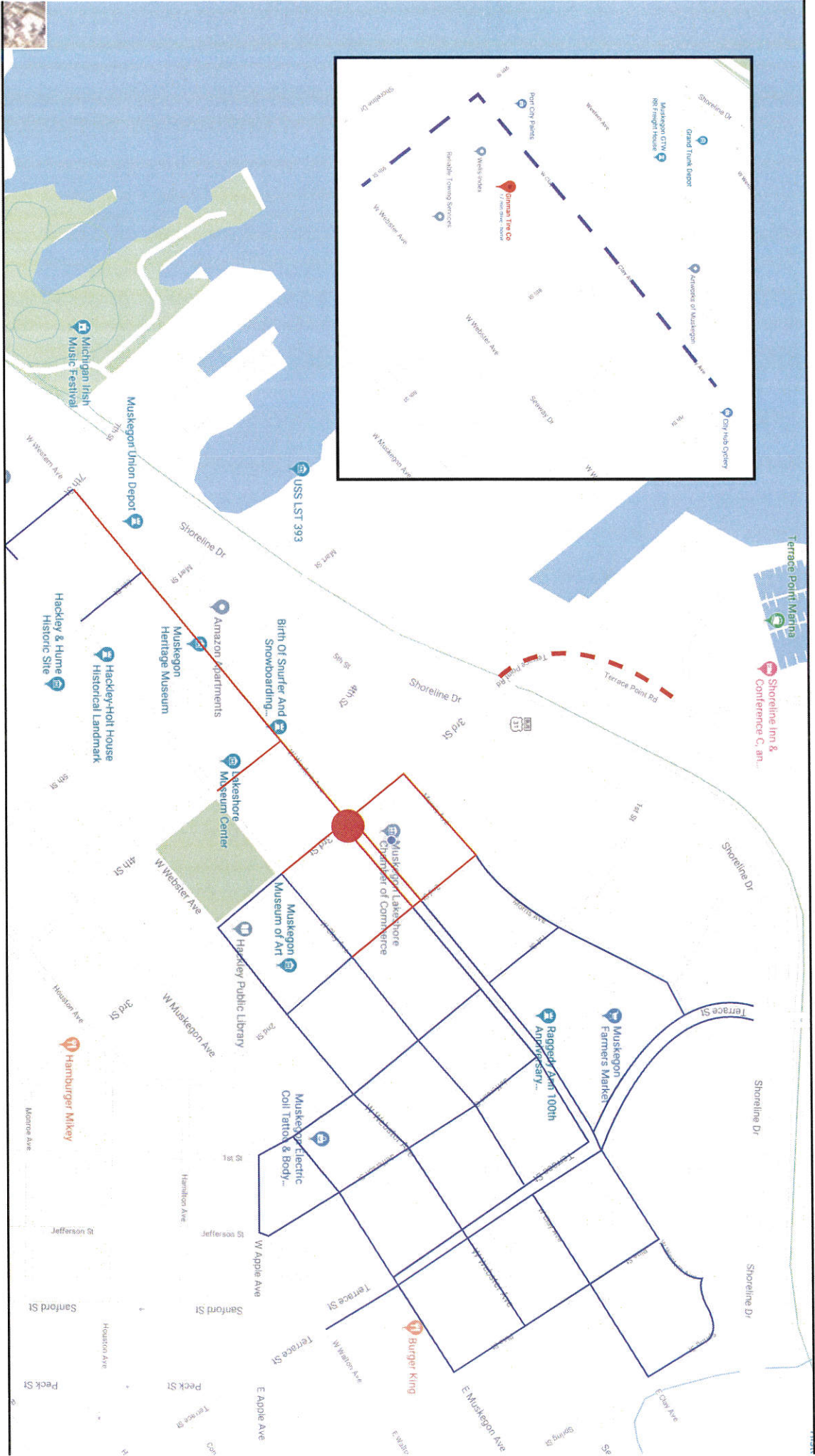
Frank Peterson, Muskegon city manager

On behalf of the downtown Muskegon Business Improvement District:

_____ Date: _____

Doug Pollock, BID board chairman

PROPOSED 2018 SNOW REMOVAL MAP



Sidewalks/crosswalks weekday
from 2017-2020

Sidewalks/crosswalks weekday
and weekend from 2017-2020

Proposed new sidewalks/
crosswalks weekday from
2018-2020

Proposed new sidewalks/
crosswalks weekday and weekend
from 2018-2020

Letter of Understanding

City of Muskegon DPW and Muskegon downtown Business Improvement District

This is a Letter of Understanding between the Muskegon downtown Business Improvement District (BID) and city of Muskegon Department of Public Works (city) concerning the snowplowing of downtown sidewalks for the winter seasons from Nov. 15, 2017 to April 15, 2020. City and BID officials will work together to provide superior snow removal services the most efficient, cost-effective way.

For each snow season Nov. 15 to April 15, the BID will pay the city a total of \$48,750 (\$9,750 per month) as a retainer to provide the outlined services below for Monday through Saturday. Sunday sidewalk services for the three years will be requested on an "as needed" basis and billed by the city for time and materials.

Monthly costs and invoices will be sent to Downtown Muskegon Now as managers of the BID and paid by the city Finance Department with BID funds to the DPW. Muskegon DPW will provide DMN a monthly accounting of the downtown sidewalk activity and expenses, reports that will be shared with BID board members.

Sidewalk snowplowing, salting (as needed) and snow pile removal (as needed) will be provided by the city when fresh snow accumulations are **2 inches or greater** measured at Third Street and West Western Avenue each morning. The goal with overnight snowfalls is to clear the sidewalks by **8 a.m.** the next morning starting along Western Avenue, if possible. The goal on Saturdays is to have the sidewalks on the main streets of Western, Clay, Morris and Third cleared by **8 a.m.** or as needed. Sidewalk snowplowing services provided by the city on Sundays and holidays will result in higher charges due to overtime and will be triggered by downtown needs. Sidewalk snow clearing is more limited on Saturdays-Sundays and holidays as outlined below.

The area of sidewalk snow removal services is shown on the attached maps.

Sidewalk Snow Removal for weekdays (Monday-Friday map)

- W. Western Ave. between 7th Street and Spring Street
- W. Clay Ave. between 3rd St. and Spring Street.
- Webster Ave from 3rd St. to Pine St.
- Morris St between 3rd St. and Terrace St.
- Apple Avenue from First Street to Jefferson Street.
- Muskegon Avenue from First Street to Pine Street
- 7th Street from W. Western Ave. to W. Clay
- 6th Street from W. Western Ave. to W. Clay Ave.
- 4th Street between W. Western Ave. & W. Clay Ave

- 3rd Street from the parking lot behind the Hume Building (at Morris) to Merrill Ave.
- 2nd Street between Morris Ave & Webster Ave.
- 1st Street between Morris Ave & W. Apple. Ave.
- Jefferson St. between W. Western Ave & Walton Ave.
- Terrace St. between Shoreline Dr. & W. Muskegon Ave.
- Pine St. between W. Western Ave. & W. Muskegon Ave.
- Spring Street between W. Western Ave. and W. Clay Ave.

Sidewalk Street Crossings

- All efforts should be made to keep sidewalk entrances to streets clear

3rd & W. Western Traffic Circle

- The cross walks in the traffic circle at 3rd and Western should also be cleared

Sidewalk snow removal for Saturdays-Sundays and holidays (weekend map)

- W. Western Ave. from Terrace to 7th St., both sides of the street.
- Morris Avenue, Terrace St. to Third St., both sides of the street.
- Clay Ave. from Third St. to Terrace St., both sides of the street.
- Third St. from Morris Ave. to Merrill Ave., both sides of the street.

Sidewalk Street Crossings

- All efforts should be made to keep sidewalk entrances to streets clear

3rd & W. Western Traffic Circle

- The cross walks in the traffic circle at 3rd and Western should also be cleared

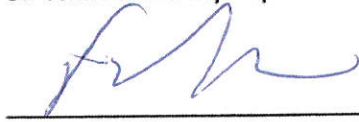
Salting and snow pile removals

- Salting of sidewalks and crosswalk entrances will be done when they are treacherous and weather conditions for salting are favorable.
- Snow pile removal will be done when needed in coordination with piles from street plowing.

City DPW and the BID have the right to review this letter of understanding at the end of each season.

Issues concerning the daily sidewalk snow plowing services will be handled jointly by Dave Alexander, executive director of Downtown Muskegon Now on behalf of the BID or BID board members residing downtown on weekends and holidays and city Public Works Director or a designee.

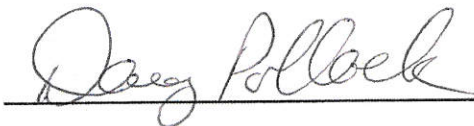
On behalf of the city Department of Public Works:



Date: 11.5.17

Frank Peterson, Muskegon city manager

On behalf of the downtown Muskegon Business Improvement District:



Date: 11/7/17

Doug Pollock, BID board chairman

All Color-coded sidewalks are in need of snow removal

Blue Lines = Sidewalks/crosswalks weekday from 2017-2020

Yellow Lines = Sidewalks/crosswalks weekdays and weekends from 2017-2020

Red Lines = Sidewalks/crosswalks weekdays added for 2017-2020

2" trigger each day

Notes:

- Sidewalk plowing on Third St. between Western and Clay should connect to plowing done by Baker College in front on the CIM
- Crosswalks should be open to the street, and the cross walks within the Traffic Circle at 3rd & Western should also be maintained and kept open.

Please note, the maps have overlap between the two pages - the map is intended to be a reference tool.



Port City Princess Cruises

Mar Dock - Boat Storage

Grand Valley State University
Appts Water

Shoreline Dr

Shoreline Dr

Western Ave

W Clay Ave

Clay Avenue Dollars

W Webster Ave

W Muskegon Ave

Google

Houston Ave

Monroe Ave

Merrill Ave

United Church
Wednes 12:00

Tipsey Toad

W Clay Ave

Hackley & Hunt
Historic Site

W Webster Ave

W Muskegon Ave

Hackley Park

Hackley Public Library

Muskegon Museum of Art

W Webster Ave

W Muskegon Ave

Houston Ave

Monroe Ave

Amazon Apartments

Mike's Inn

Shoreline Dr

LC Walker Arena
And Event Center

Pigeon Hill
Brewing Company

Lakeshore
Museum Center

W Clay Ave

W Webster Ave

W Muskegon Ave

Hackley Park

Hackley Public Library

Muskegon Museum of Art

W Webster Ave

W Muskegon Ave

Houston Ave

Monroe Ave

5th St

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Holiday Inn
Muskegon-Harbor

Univis Brewing
Company

The Board's Belly

Hennessey's Irish
Pub & Restaurant

Administration

Morris Ave

Greyhound

Center

W Apple Ave

1st St

1st St

1st St

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1st St





Complete Outdoor Property Management

377 W. McMillan Rd.

Muskegon, MI 49445

Tel: 231-798-2932

Fax: 231-799-8140

info@summitlawncare.net

www.summitlawncare.net

Date: November 10, 2017

To: Dave Alexander

Company: Downtown Muskegon

Billing Address: 380 W. Western Ave

Billing Address

City, State, ZIP: Muskegon MI 49440

Phone: 231-724-3180

Fax:

Email: dalexander@downtownmuskegon.org

Proposal: Snow & Ice Management 2017-20 Season (prices valid for 30 days)

Includes services drives

Service Site: Same

Service Address:

Service Address:

Service City, State, Zip

Site Contact:

Contact Phone:

Contract Start: 11/15/2017

Contract End: 4/15/2020

Snow Plowing 2017/2020 Seasons

Snow season dates: November 15, 2017 - April 15, 2020

Snow and Ice Control Services			
Frequency	Description	Rate	Per
Per event services			
1.5"-2"	Snow plowing and Shovel billed in 5 monthly installments of \$1,110 reach beginning November 1	\$ 5,550.00	Total Seasonal
1.5"-2"	Shovel walks - billed in 5 monthly installments of \$225 beginning November 1	\$ 1,225.00	Total Seasonal
	Parking lot deicing per event	\$ 160.00	Billed Per event
Services by request			
Client approval	Loader for stacking snow or loading truck	\$ 150.00	Hourly
Client approval	50 yard dump truck for hauling snow	\$ 85.00	Hourly

Snow will be plowed at the discretion of Summit Lawn Care & Snow Plowing, Inc. Customer understands that if snowfalls exceed 5" trucks may only plow throughways then return later to clear lots. We will make every effort to have snow removed before business hours; however, this may not be possible if 2" of snow has not fallen before 4 am. When customer agrees to parking lot deicing as needed, deicing will occur at the discretion of Summit Lawn Care & Snow Plowing, Inc. to designated areas when slippery and/or icy conditions warrant, regardless of snowfall totals. If customer elects to have deicing agents applied at their request, customer understands that the service will occur the next time a truck is in the area. If snow stacking or hauling is necessary, the customer will be notified for approval and will be charged at an hourly rate. If diesel or gas prices go over \$4.50 per gallon we may find it necessary to apply a fuel surcharge. Requests to return to clear entrances after city plows may be counted as a full service visit. Snow clearing during extreme snow events of 8" or more in a 12-hour period may count as multiple visits. Salt prices are based on 2015 pre-purchase prices negotiated by Summit Lawn Care & Snow Plowing with suppliers. In the event an unexpected salt shortage occurs due to extreme weather demands or government salt seizure, customer may be notified regarding price increases. In the event that salt prices decrease, customer may be notified of the price decrease.

Billing occurs once a month with an option to be billed twice a month. Payment terms are net 30 days. After 30 days a 10% late fee may be imposed. Any additional services will be performed upon the request of the customer. Option for electronic billing is available. Please call our office 231-798-2932 for additional service requests.

Snow contracts are accepted on a first-come, first-served basis. Availability is limited. A fax copy of the agreement is acceptable.

For multi-year contracts there will be a annual review in which both sides have the opportunity opt out if it is deemed necessary.

Summit Lawn Care & Snow Plowing, Inc.

A Michigan Company

Michael B. Weiler, President

Authorized Signature
on behalf of the Business
Improvement District
Date: 11-10-17

1144 3rd St, Suite C
Muskegon MI 49441

Date	Invoice #
1/7/2018	1391

Bill To
Muskegon Business Improvement District Dave Alexander

Terms	Due Date
Net 15	1/22/2018

Description	Price Each	Quantity	Serviced	Amount
Snowplowing of 1144 Third St. Lot 2 of 2	1,200.00			1,200.00

We appreciate the opportunity to serve you.

Phone #	Fax #	E-mail
231-855-1941		terrascapae@gmail.com

Total	\$1,200.00
Balance Due	\$1,200.00

1144 3rd St, Suite C
Muskegon MI 49441

Date	Invoice #
12/4/2017	1384

Bill To
Muskegon Business Improvement District Dave Alexander

Terms	Due Date
Net 15	12/19/2017

Description	Price Each	Quantity	Serviced	Amount
Snowplowing of 1144 Third St. Lot 1 of 2	1,200.00			1,200.00

We appreciate the opportunity to serve you.

Phone #	Fax #	E-mail

Total	\$1,200.00
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Balance Due	\$1,200.00
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Downtown Muskegon Now

3-year Strategic Plan

Adopted June 14, 2018

Downtown Vision:

Downtown Muskegon is the heart of the Muskegon Lakeshore. A diversity of Muskegon's residents and visitors work, live and play in its premiere urban, waterfront environment.

Downtown Muskegon Now mission:

As a neutral facilitator between government and business, Downtown Muskegon Now is the go-to independent agency for communicating accurate and timely downtown information to all stakeholders. DMN promotes downtown economic and residential development, supports business and institutions, and advises organizers of downtown events. DMN builds downtown community.

Introduction:

Downtown Muskegon Now (DMN) is a 501.c3 non-profit organization dedicated to the well-being of downtown Muskegon. The organization is led by an influential and engaged 15-member board of directors representing the major institutions, property owners and businesses in downtown Muskegon. The organization's work is carried out by a modest staff of a full-time executive director and a part-time promotion, marketing and events manager. The board of directors and staff last conducted a strategic planning session in 2013 and from that developed a five-year vision. Great progress has been made on the 2013 plan and conditions in downtown Muskegon have improved significantly. Now in 2018, with the transformation of downtown Muskegon from the Muskegon Mall Era to a "new urbanist" mixed-use downtown, the DMN board believes it is an ideal time for an updated strategic plan for the agency.

History:

DMN traces its history to the 2002 formation of a Main Street organization for West Western Avenue and Third Street in downtown Muskegon, organized through the Muskegon-based Neighborhood Development Corp. In 2011, because the needs of downtown Muskegon centered heavily on the economic redevelopment of the 23-acre former Muskegon Mall site, the agency became DMN under the direction of the current non-profit board. DMN was associated with Muskegon Area First (MAF), the Muskegon county economic development agency.

Current status:

The current board leadership and executive director have been in place since the beginning of 2016. At that time, the board agreed the top priority of the DMN would be support the sale and development of the vacant former mall sites along Western Avenue. Other priorities were to develop "downtown" along Third Street (which has become Midtown) into the Nelson Neighborhood and along Pine Street into the McLaughlin Neighborhood and to strengthen "downtown's" link across Shoreline Drive to the Muskegon Lake waterfront. That year the city exclusively funded DMN with \$100,000 in downtown brownfield repayment dollars.

Since 2016, the board also moved forward with fundraising, planning and construction of the Downtown Muskegon PetSafe Bark Park, a DMN facility opening at Western and Shoreline Drive in May 2018.

DMN entered into a letter of understanding with the Business Improvement District in early 2016 to operate the first year of that district. Upon the BID's second year, a \$25,000 administrative fee was paid by the BID to DMN for its management services to the BID, while the city support dropped to \$75,000. That annual management fee was included in the three-year renewal of the BID through 2020. City leaders have indicated DMN will continue receiving \$75,000 in support through 2020, thus giving the agency a stable \$100,000 in revenue through the end of 2020.

DMN moved its association with MAF to the Muskegon Lakeshore Chamber of Commerce (chamber) in the second quarter of 2017 to better serve the missions of DMN, MAF and the chamber. That arrangement is open-ended.

Finally, the DMN board has indicated a desire to remove the agency from the actual operation of downtown events to a more supportive role. DMN provides event coordination, the use of its 501.C3 status for beer tents and fundraising and offers promotion of downtown events. Thus, 2017 was the last year DMN produced the Taste of Muskegon event during the third weekend in June. The city of Muskegon will take over Taste of Muskegon beginning this year.

Strategic planning process:

At board direction, the executive director hired marketing/organizational consultant Suzanne Velarde to facilitate a planning process. At the suggestion of the city of Muskegon, members of the city's Downtown Development Authority (DDA) and Business Improvement District (BID) were invited to participate in the DMN strategic planning session. Thirteen members of the DMN board, five members of the DDA board and four members of the BID board met April 17, 2018 for a three-hour planning session in the Frauenthal Center. (agenda attached)

The DMN consensus was to plan for **three** years, taking the agency and its downtown goals through 2020.

Here is a summary of the planning session's conclusions and outcomes:

Downtown geography/DMN Scope:

- Downtown should be defined by the DDA map.
- Program funds and most all DMN staff resources should be limited to the DDA boundaries.
- DMN should be the organization that brings together not only downtown interests but provides the downtown's connection to the urban neighborhoods, future waterfront developments and the overall Muskegon Lakeshore community.

DMN's top priorities:

- Connect Downtown Muskegon to the waterfront
- Produce a comprehensive marketing plan to determine DMN's target markets and message
- Promote Downtown Muskegon as a place to live

DMN's sustainability:

- DMN should put itself in the position to provide staff services to the BID and DDA in the future.
- Moving forward, one organization needs to manage and oversee downtown efforts; DMN is in the best position to provide leadership and staff services in an independent and cost-effective way.
- DMN's strength is being an independent, non-profit agency that can best meet the needs of both public and private sector.

- DMN should continue its ongoing association with the chamber for office space rental and to serve as the agency's employer of record.

Downtown geography:

Historically, the definition of downtown has been the blocks along West Western Avenue – Muskegon's main street/business district – from Terrace Street to Ninth Street. The Imagine Muskegon downtown vision plan of 2003 in the post-Muskegon Mall Era put the "center" of downtown and the entire Muskegon Lakeshore community at Third Street and Western Avenue where the Johnson traffic circle was built and marked with the *Muskegon, Together Rising* sculpture.

But just where is "Downtown Muskegon?" How is "downtown" geographically defined? What are its boundaries?

- Downtown Muskegon can no longer be defined as in the pre-mall era of only along Western Avenue or even a few blocks around Third and Western. Today, development and the potential of the Muskegon Lake waterfront must redefine downtown.
- The BID boundaries are one potential geographic definition. This special assessment district includes Western Avenue, Midtown (Third Street) and Pine Street, but does not cross over Shoreline Drive to the north, east or west. (map attached)
- The DDA boundaries are more extensive, following the Muskegon Lake waterfront from Lakeshore Yacht Harbor on the west to Fisherman's Landing on the east, including Western Avenue, Midtown and Pine Street. (map attached)
- The historic downtown is part of the mosaic of areas along the southern shoreline of Muskegon Lake from the former B.C. Cobb Plant to Pere Marquette beach. Possible connections between the port area on the east end of the lake to downtown, Western Avenue waterfront, Lakeside, Windward Pointe (former Sappi site) and the beaches of Lake Michigan were studied in 2017 in the city's Imagine Muskegon Lake plan. In the future, a "new downtown" could be defined as the series of development areas along Muskegon Lake. (map attached)

DMN discussions included:

- Downtown in the post-mall era already is spread out too much along Western Avenue.
- The traditional downtown needs to be redeveloped before a larger area is considered, especially in a three-year horizon.

- If downtown is defined too narrowly, important developments, places and events would not be a part of DMN focus. An example of this is that the DMN-developed Bark Park is not within the BID boundaries but is within the DDA.
- The unique Lakeside Business District adjacent to downtown to the west toward the beach has sought inclusion in “downtown” but has not been willing over the course of years to contribute the financial resources downtown business and property owners have.
- A strong downtown benefits everyone: urban residential neighborhoods of McLaughlin, Nelson and Nims, along with areas such as Lakeside and, in the future, Windward Pointe.
- Downtown Muskegon is the central hub of living, working and playing for all of Muskegon County and the Muskegon Lakeshore region – home to the Frauenthal Center, L.C. Walker Arena, Muskegon Farmers Market, Hackley Public Library, the Muskegon Museum of Art, Heritage Landing, Hackley Park, the Lakeshore Museum Center, two full-service hotels, PetSafe Bark Park, Hackley-Hume Homes, two breweries, Western Market, a distillery, the Muskegon Heritage Museum, a variety of restaurants, and specialty retailing.

DMN conclusions on the geography of downtown in the next three years:

- Going forward, “downtown” should be defined by the DDA map as it includes the historic Western Avenue business district, Midtown, Pine Street, the Western Avenue waterfront and the Ottawa Street area to the east.
- All programming resources and most all DMN staff resources should be limited to the DDA boundaries.
- DMN should be the organization that not only brings together downtown interests but provides the downtown’s connection to the urban neighborhoods, future waterfront developments and the overall Muskegon Lakeshore community.

Downtown/DMN priorities:

The strategic plan process included all participants in brainstorming organizational priorities. After all of the ideas were recorded, participants voted for their top priorities. Those priorities are presented in two levels:

Immediate three-year priorities in order:

1. **Connect Downtown Muskegon to the waterfront**, including support of Imagine Muskegon Lake’s Shoreline Drive intersection suggestions, a sidewalk from Shoreline Inn

to Shoreline Drive and Third Street, as well as “shopper docks” easily accessible to downtown businesses.

2. **Produce a comprehensive marketing plan** for Downtown Muskegon that would explore DMN’s target audience, branding, stories, event promotion and support of a safe and diverse downtown
3. **Promote Downtown Muskegon as a place to live** stressing a variety of residential options, promoting this idea with Muskegon Lakeshore employers and anchor institutions, and incorporating those who have been established downtown residents into the residential transformation. Educational options for downtown families will be key to development.

Secondary priorities to be on the DMN agenda in the next three years:

- Collaborate with surrounding neighborhoods to strengthen them and draw them into Downtown Muskegon, creating an inclusive central business district that reflects all of Muskegon County.
- Support the development of Michigan Social (drinking) Districts in the state and explore with businesses, property owners and the city if such a district might be incorporated into the downtown.
- Provide support to the Lakeside District through collaboration but not do the work for them.
- Work to fill retail storefronts both on Western Avenue and surrounding streets, specifically targeting needed businesses such as a grocery store.
- Inform and engage the community on development of a downtown convention center.

DMN organizational sustainability:

Over its relatively brief history, DMN has been funded by membership, key institutional contributions, the city of Muskegon and the BID. The current revenues from the city and the BID allow DMN staff to work on downtown issues instead of fundraising for the agency. Going forward, a similar stable funding source needs to be identified beyond 2020.

Outside of financial concerns, the organizations that have operated in downtown Muskegon in the post-mall era have sought to serve downtown’s needs but have provided a confusing and not always effective management structure for Downtown Muskegon. DMN manages the BID but also provides staff to the Downtown Muskegon Development Corp. (DMDC), the owner of the former mall properties. There is also a Downtown Condo Association formed by the initial property owners of the former mall site. MAF and the chamber also have been actively involved in downtown redevelopment and promotion.

All of this activity has filled the organizational void created by the DDA, which had been generating funds solely for the repayment of bonds from the mall era. The DDA will pay off those bonds this year, and the city has reordered the properties in the district to generate more tax increment financed revenues. The DDA's portion of the city's 2018-19 budget will show substantial revenues for the downtown district that until now have not been available. This is a great opportunity to accelerate downtown's already robust transformation.

Downtown Grand Rapids Inc. offers DMN an organizational model for its future with its agreements with the city of Grand Rapids to provide staff services to its DDA, BID and a special tax increment finance authority. DMN already has the relationship with the city of Muskegon for the BID. The changing nature of the DDA offers DMN an opportunity to further enhance downtown management.

DMN concludes that for the next three years:

- The agency should put itself in the position to provide staff services to the BID and DDA in the future, as it has for the past two and a half years to the BID. Such a management proposal would need to be offered to city leadership and receive DDA approval. DDA management would necessitate some staff expansion.
- Moving forward, one organization needs to manage and oversee downtown efforts and DMN is in the best position to provide leadership and staff services in an independent and cost-effective way.
- DMN's strength is that – like DGRI – it is an independent, non-profit agency that can best meet the needs of both the city and private sector. It is a respected facilitator among the city, businesses, property owners and investors which provides information and communication to keep the transformation of Downtown Muskegon progressing.
- DMN should continue with its ongoing association with the chamber for office space rental and serving as the agency's employer of record.

Topics for future board discussions:

- Presentation of the DMN three-year strategic plan to the city of Muskegon's staff and commission
- Preparation of estimated budgets for key downtown priorities and identification of funding sources
- Proper DMN staffing levels in light of the strategic plan priorities
- DMN board structure and role with potential consolidation of downtown entities and the growing importance of the DDA
- DMN executive director succession
- Others?

To: DMN board members

From: Dave Alexander

Re: Strategic plan subcommittee recommendations

Date: 8-6-18

Here is a summary of what the strategic plan subcommittees are recommending.

Living:

1. **Survey downtown residents**
2. Produce a downtown Living brochure like the tri-fold map
3. Create downtown living email list of residents and start a downtown living newsletter
4. **Restart the developers' roundtable**
5. Promote all education options for downtown residents
6. Upgrade downtown living promotions on billboards and through Facebook
7. Circle back to Anchor institutions and Relators Promoting Muskegon offering FAM tours

Waterfront:

1. **Push for downtown shoppers' docks (Terrace Point, Heritage Landing, Mart Dock).**
2. Improve pedestrian waterfront-downtown connections at Third, Seventh and possibly Fifth
3. **Get public access on to the Harbor 31 seawall on Muskegon Lake**
4. Encourage and promote recreational rentals on the downtown waterfront

Marketing:

1. Andy M. will create a draft marketing plan from the initial meeting.
2. **Subcommittee will reconvene in September to create a final plan with specific numerical goals.**
3. **Determine what the five best downtown Muskegon "stories" are, develop them, integrate them and disseminate them to be told by downtown champions, helping form a foundation of the downtown messaging.**

NOTE: **Bold, underlined** are the immediate priorities for DMN staff/board in the next six months, as adopted at the DMN August board meeting.

2018 SUMMER EVENTS RECAP

OCTOBER 17, 4-6 PM, CHAMBER OF COMMERCE

LAKESHORE
ART FESTIVAL



TASTE OF
MUSKEGON



REBEL ROAD



Join us to discuss the success of our summer events season and how we can improve for the coming years.

Chamber of Commerce training room
Refreshments provided

HOLIDAYS IN THE CITY 2018

TENTATIVE PLAN/SCHEDULE

Weekend schedule overview

- Weekend one: November 24
 - Small Business Saturday
 - Long john run
 - Tree lighting in Hackley Park
 - Hot chocolate
 - Carriage rides
 - Caroling
 - Information for rest of the season
- Weekend two: November 30 – December 2
 - Downtown caroling (live music, speakers playing Christmas music)
 - Chalets for holiday shopping
- Weekend three: December 7-9
 - Restaurant weekend
 - Encourage breweries and restaurants to have holiday themed dishes
 - Ornament/stocking/cookie decorating in chalet
- Weekend four: December 14-16
 - Picture stop at Chalets
 - Encourage use of #PortCityHolidays
- Weekend five: December 21-23
 - Polar Express trolley
 - Moving showings around town

Month long overview

- Trees being sold at Western Market
- Hashtag use all month
- Email to downtown businesses every Wednesday as a reminder for the weekend events
- Window decorating competition (voting on FB)
- Community food drive @ Chalet until December 21
- Letters to Santa mailbox
 - Pre-made envelopes and letters encouraging giving rather than receiving